
**Maricopa County
Office of the Deputy County Manager
Sandi Wilson**

FY 2013 Second Quarter

Organization Report



February 2013

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Executive Summary

The 2nd Quarter fiscal year 2012-13 was busy from beginning to end. In October, OMB worked with Employee Compensation and finalized the plan for the performance incentive. The County used one-time monies for the performance incentive award, the lump-sum payments that were received in December. I am grateful that the County Manager and the Board of Supervisors were supportive in taking this positive step in the direction of addressing pay issues for employees.

Starting in October, the group shown here attended a five week training/overview of the Sheriff's Office. The Sheriff's Office Citizens Academy attendees from the County were Tom Manos, Connie Copeland, Dave Stevens, Dennis Ichikawa, Fran McCarroll, Jim Bloom, Kimberly Bonham, Rebekah Francis, Scott Jarrett, Toni Sage and me. Each week we learned about several areas within the Sheriff's Office. We learned about Patrol, SWAT, Criminal Investigations, Intelligence, Human Smuggling, Fusion Centers, Narcotics, Posse and Reserve, Civil, Jail Programs and MASH. We also had a tour of Property and Evidence, Taser, FATS and MILO training. This was a great experience and I would recommend it if you want to learn more about MCSO.

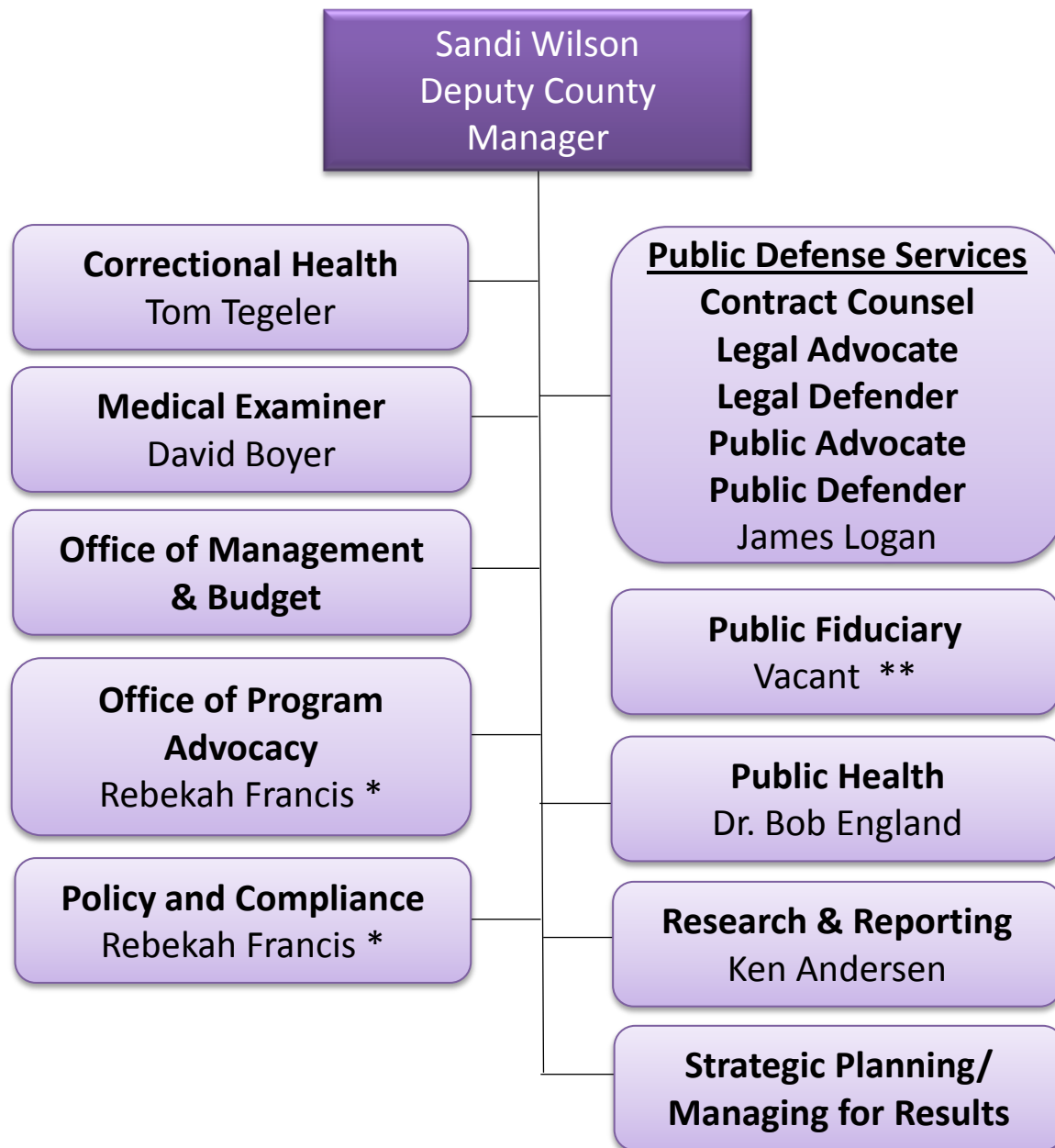


MCSO Citizen's Academy - October/November 2012

With the election in November, the process of preparing for the new Board members, Supervisor Denny Barney and Supervisor Steve Chucri, began. In December, as part of a comprehensive County orientation, we participated in a nearly day-long presentation to the new Board members. The presentation gave them a chance to see how large and complex Maricopa County Government truly is. Our office also compiled reports from all Appointed County departments to give them more detail on some of our recent accomplishments, plus the challenges and critical issues before us. I want to thank Mr. Manos for the confidence he had in my organization to coordinate such an important document and presentation.

In late December, we had to say farewell to two long time Supervisors, Supervisor Fulton Brock and Supervisor Don Stapley. They were both committed members of the County family and we wished them well in their future endeavors.

We welcome any feedback or would be happy to answer any questions regarding the contents of this report. If you have feedback or questions, please contact Kimberly Bonham in my office (602-506-2468).



*Became vacant on February 8th.

**The new Public Fiduciary, Catherine Robbins, joined Maricopa County in January.

Office of the Deputy County Manager

Reporting Departments:

- Correctional Health
- Justice System
 - Contract Counsel
 - Legal Advocate
 - Legal Defender
 - Public Advocate
 - Public Defender
- Medical Examiner
- Office of Management & Budget
- Office of the Deputy County Manager
 - Business Performance Management
 - Communications
 - Office of Program Advocacy
 - Policy & Compliance
- Public Fiduciary
- Public Health Services
- Research & Reporting

Office of the Deputy County Manager

Business Performance Management:

- Published 55 department strategic business plans in preparation for FY 2014 budget development. Many of these departments update and improve their plans every year. Among these are plans that are extremely well developed and have a strong customer focus, and this is reflected in their Activity results. All County employees have desktop access to the plans of all County departments at the following link:
<http://moss.maricopa.gov/mfris/pfr/default.aspx>
- Worked with OET personnel to develop the high-level functional specification for the new business performance management automated system.
- Cooperated with other staff to conduct a Supervision 101 class in October 2012. This class is conducted for new Maricopa County supervisors. Staff also conducted an MFR Overview training class in December 2012. This class is recommended for all Maricopa County employees to help them understand the importance of the Voice of the Customer in how they deliver services to their customers.

Communications:

- Gathered information for the winter edition of Advantage Magazine that introduced the new Board members, highlighted County achievements, introduced programs and promoted important benefits to employees.
- Published monthly issues of internal newsletter to OMB employees and another to the organizational structure in order to increase internal communication about the budget, priorities, benefits and internal issues.
- Updated Deputy County Manager website and EBC with current information, presentations, videos, and organizational changes throughout the quarter. Assisted HR with website updates and issues.
- Published over 50 marketing slides for informational monitors to keep employees informed on important changes, policies, classes, benefits, etc.
- Published 4 online classes to support policy training and assist departments with mandatory staff training initiatives, updated and revised 8 modules and set up processes for departments to reduce administrative time by utilizing the self-reporting system for COJET classes.

Office of the Deputy County Manager

Reporting Departments:

- Correctional Health
- Justice System
 - Contract Counsel
 - Legal Advocate
 - Legal Defender
 - Public Advocate
 - Public Defender
- Medical Examiner
- Office of Management & Budget
- Office of the Deputy County Manager
 - Business Performance Management
 - Communications
 - Office of Program Advocacy
 - Policy & Compliance
- Public Fiduciary
- Public Health Services
- Research & Reporting

Office of the Deputy County Manager

MCSO Resolution:

- Internal Audit continued progress on the following audits: Pragmatica, Training, Expenditures and IT governance.
- OET and MCSO continued to collaborate on review of new IT projects and the telecommunications systems.
- Vehicle Use Permit Policy was taken to the Board in November 2012. This represented a collaboration with Risk, MCSO, and other departments to improve the accountability of vehicle and equipment use Countywide.
- The aviation operations review continues. A draft manual is complete and is currently under review.
- The staffing study moved forward with expected completion next quarter.
- A full legal review of the mandated and non-mandated services was completed.

Office of Program Advocacy:

- Began work on a number of new projects: EHR system, Cornerstone review and CGI review for budget, mobile home property issue, ADP Server migrations, and return of Garnishments Services to the County.
- Continued to develop templates and communicate with departments about the purpose and use of OPA.
- Continued working on the Project Valuation Matrix.

Policy and Compliance:

- The following policies were taken to the Board/County Manager this quarter:
 - Edit to the Prohibition Against Unauthorized Solicitations and Unauthorized Posting or Distribution of Literature
 - External Relationships
 - Secondary Employment
 - Professional Conduct
 - Mobile Device Use Policy
 - Bring Your Own Device Policy
 - Vehicle Use Permit Policy
 - Edits to Time Entry and Editing Policy
- The following policies were developed and or worked on this quarter:
 - Volunteers
 - HIPAA
 - Uncollectable Accounts
 - Tuition Reimbursement
 - Acceptable Use
 - Social Media

Office of the Deputy County Manager

Significant Projects:

- Court Tower Financial Support
- ADP Implementation
- Budget Development
- Ethics Committee
- MCSO Resolution
- Policy Review
- Employee Programs and Communication

Office of the Deputy County Manager

Accomplishments:

- Published 55 department strategic business plans in preparation for FY 2014 budget development.
- Gathered information for the winter edition of Advantage Magazine that introduced the new Board members, highlighted County achievements, introduced programs and promoted important benefits to employees.
- 8 Policies were taken to the Board/County Manager this quarter.
- CHS, Enterprise Technology and the EHR vendor have successfully achieved 85% of Phase II contract goals.
- Secured additional funding relative to the need to reopen the Towers Jail 24/7.
- Sought and received authorization to create additional staff for the Public Defender to accept more non-capital felony cases, as an effort to contain/reduce costs.
- A new monthly forecast report was introduced during the quarter to provide commentary on significant forecasted revenue and expenditure variances.
- The new Public Fiduciary was officially appointed by the Board of Supervisors on December 12, 2012, and began work on January 7, 2013.
- ASU formally announced its new tobacco free campus policy that will be implemented in August 2013.
- The Smoke-Free Arizona program increased 2nd quarter compliance inspections from 276 to 569, and advisory educational visits from 520 to 1347. 74% of worksites inspected during the second quarter are compliant.

Challenges:

- CHS is concerned about the inability to maintain community salary competitiveness in order to attract and retain skilled clinical and administrative personnel.
- Severe salary compression issues are greatly affecting the attorney ranks such that five year attorneys, handling very serious cases, make the same amount as hires with no experience. The resultant increase in turnover challenges the departments to maintain an effective workforce.
- Recruitment for vacant Forensic Pathology positions continues. During this quarter we have hired two doctors who are in place and working and have two additional pathologists who are in the licensing phase.
- The state is reviewing the transaction privilege tax formula. It could result in an impact to our state shared sales tax base.
- Budget reductions may be needed in FY 2014 if no adjustments are made to the property tax levy and/or if Sales and Vehicle License tax growth does not improve.
- An outdated market range study, combined with the requirement to maintain salary equity with existing staff, is negatively impacting the successful recruitment of new guardian and estate administrators, particularly those with experience.
- Limited funding/resources and community collaborations available for proper data collection and program evaluation.

Correctional Health Services

The mission of the **Correctional Health Services** Department is to provide cost effective, medically necessary, integrated health care services to patients in the County jails so they can proceed through the judicial process

*Thomas J. Tegeler, RN, MPH, CCHP, NEA-BC,
Director*

Correctional Health

Strategic Goals:

- By 2014, 100% of Correctional Health Services patient health records will be in an electronic format.
- By 2014, CHS will build a partnership with an outside health care organization to provide routine, urgent, emergent, and specialty care services to our patients that require a higher level of care than CHS can provide internal to the jail system.
- By 2014, the turnover rate for direct patient care will be no greater than 5%, which will benefit patient care.
- By 2016, CHS will partner with County Facilities Management and Sheriff's Office for a strategic, sustainable plan for future jail development.
- By 2017, CHS will strengthen the coordination and symbiotic interdepartmental partnership with the Public Health and Homeless Clinic.

Programs:

- Inpatient/Outpatient
- Support Services
- RTC

Inpatient and Outpatient Programs

FY 2013 2nd Qtr Results Annum: (December not complete)

•% of initial assessments completed within 14 days	93
•% of patients triaged within 24 hours	99
•% of external medical records provided	75
•% of scheduled appointments kept	82
•% of screened inmates booked	99



The face of the CHS
Electronic Health Record
implementation!!

Background Information:

The first four program results for the outpatient program are directly linked to NCCHC accreditation and Graves v. Arpaio compliance.

Analysis:

In partnership with the Sheriff's Office, CHS has regained accreditation and has managed to annually see 400,000 patients for sick call visits, triage 100,000 health care requests, and distribute 350,000 prescriptions! Working in collaboration with MCSO has been a proven success.

Action Steps:

- Continue to monitor and track closely Manage provider productivity for the outpatient visits by provider and hold medical and mental health providers accountable.
- Continue with due diligence in achieving EHR ongoing milestones.

Current Initiatives:

- Successfully implement the HER.
- Maintain low vacancy rates in the clinical areas.
- Maintain NCCHC accreditation.
- Restructure the IT support services received.
- Completion of Zone H, wireless infrastructure and EHR connectivity.

Correctional Health

Key Result Measures:

- Percent of initial health assessments completed with 14 calendar days
- Percent of patients triaged within 24 hours
- Percent of prescriptions written that are given within three days
- Percent of scheduled appointments kept
- Percent of screened inmates booked
- Percent of infirmary patients discharged within 16 days
- Percent of mental health unit patients discharged within 25 days
- Percent of complete medical records provided to external requestors within 7 days
- Percent of Rule 11 evaluations performed within 21 days
- Percent of competency determinations performed within 78 days
- Percent of inmates found not restorable within 15 months of determination of incompetence

Correctional Health Services

Accomplishments:

- CHS, Enterprise Technology and the EHR vendor have successfully achieved 85% of Phase II contract goals.
- Working with Enterprise Technology and the Integrated Criminal Justice Information System representatives and vendor to develop interfaces and workflow designs as it relates to Phase II of contract.
- The Office of Policy Advocate team has been created and identified by County Leadership. The EHR project is on the priority list of projects needing management and project oversight.
- Met as an EHR steering committee multiple times and are on track with a March 1st “go live” with training date for EHR.
- Participated in initial meeting with Facilities Management, Sheriff’s Office and Office of Management and Budget to discuss future master jail planning.
- Continued to partner with Business Strategies and Health Care Programs and Public Health to extend the pilot of an HIV opt out program.
- Continued to nurture partnership with the Sheriff’s Office, Public health and Enterprise technology.
- Secured additional funding relative to the need to reopen the Towers Jail 24/7.

Challenges:

- Successfully work with our new IT support department and ensure a smooth transition and ongoing relationships between Sheriff’s Office IT and Enterprise Technology.
- Monitor closely the legal opinion reached in regards to the work furlough and work release population.
- Inability to maintain community salary competitiveness in order to attract and retain skilled clinical and administrative personnel.
- Manage a structurally sound and fiscally responsible budget while continuing to meet the demands of inmate movements and increased population.
- Manage an ever increasing pharmaceutical demand and cost.
- Maintain ongoing compliance with National Commission on Correctional Health Care (NCCCHC) and Graves v. Arpaio while dealing with manual processes and a rough IT transition.

Public Defense Services

The mission of **Public Defense Services** is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

James L. Logan
Director

Public Defense Services

Reporting Departments:

- Public Defender (PD)
- Legal Defender (LD)
- Legal Advocate (OLA)
- Public Advocate (OPA)
- Contract Counsel (OCC)

Strategic Goals:

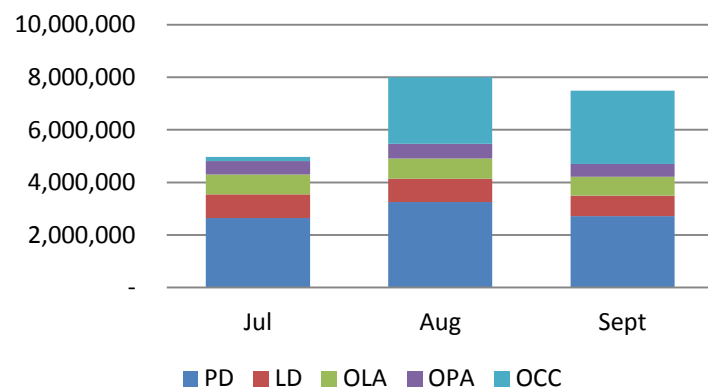
- By July 2013, 100% of capital cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2013, 80% of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

Public Defense Constellation Totals

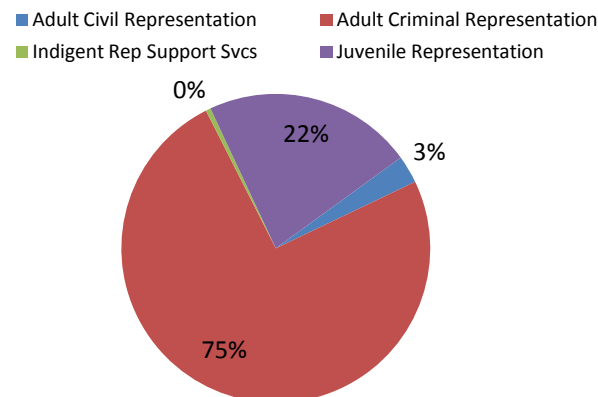
FY 2013, 1st Quarter Constellation Highlights:

•Number of Departmental Activities	19
•General Fund Expenditures	\$19,981,751
•Other Fund Expenditures	\$480,947
•Total Demand (Case Net Assignments)	20,761
•Total Output (Case Resolutions)	17,060

Public Defense Expenditures by Month



FY 2013, 1st Quarter Expenditures by Program



Background Information:

- Beginning in May 2007, Public Defense Services Administration was consolidated to facilitate the coordination of business and financial planning.
- Public Defense Services' data reporting will run a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.

Analysis:

- Due to the requirement that payments for assigned contract cases are paid in the month following assignment, the Office of Contract Counsel's July expenditures are always very minimal. The month of June, however, will reflect two monthly payments for essentially double the expense of prior months.
- Spending in the first three months of FY 2013 is more than 5% higher than the prior fiscal year. Significant demand increases seen in recent months, combined with ongoing expenses for long-term cases, continue to drive costs.

Action Steps:

- PDS will continue to work with the Court, other justice system agencies, and the Office of Management and Budget to document issues and identify solutions where possible.

Public Defense Services

Activities & Descriptions:

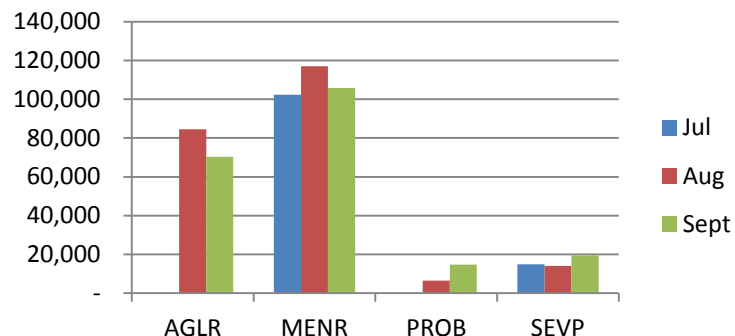
- **Adult Guardian *ad Litem* (AGLR)** is representation of the best interests of various individuals assigned to us by the Adult Court.
- **Mental Health (MENR)** is representation of persons at risk of loss of liberty in civil mental health matters.
- **Probate (PROB)** is representation of persons with matters pending in probate court.
- **Sexually Violent Persons (SEVP)** is representation of persons who are at risk of loss of liberty in sexually violent person matters.

Key Result Measures:

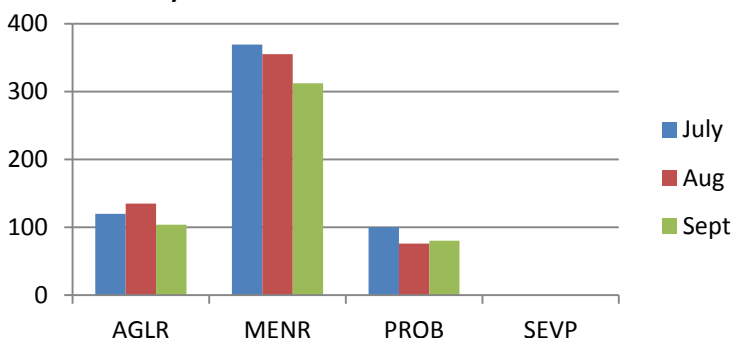
- Percent of Adult Guardian *ad Litem* (at law) Cases in which court rules in conformity with position advocated.
- Percent of Mental Health Cases in which a determination is made as to commitment within 30 days.
- Percent Of Probate Cases in which a determination is made as to guardianship.

Adult Civil Representation Program

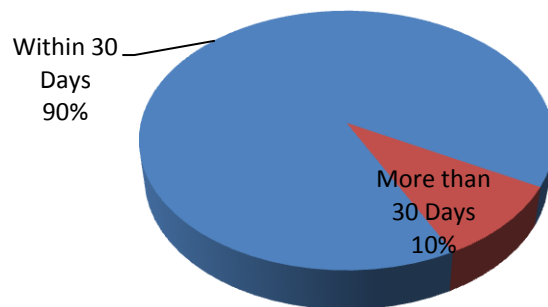
Expenditures by Month



Net Demand by Month



Mental Health Cases in Which a Determination is Made as to Commitment – FY 2013 1st Quarter



Background Information:

- Adult Guardian *ad Litem* and Probate representation are provided by private attorneys contracted for these services through the Office of Contract Counsel.
- Mental Health Representation is provided primarily by a unit of attorneys and staff in the Office of the Public Advocate.
- Sexually Violent Persons Representation is provided primarily by a attorneys and staff in the Office of the Legal Advocate.

Analysis:

- Significant demand increases in Adult Guardian *ad Litem* (45%) and Probate representation (23%) from FY 2011 to FY 2012, continue to be followed by increases in all activities in this program for FY 2013. The total demand is forecasted at 15% over the budgeted demand.
- While no new Sexually Violent Person assignments have been received in FY 2013, the incarceration rate has lengthened, resulting in a greater number of open cases.
- Cases in some areas of this program remain open for many years, and they generate expenses for the duration.

Action Steps:

- PDS will continue to work with the Court and OMB to research and identify possible means of mitigating the demand impacts.

Public Defense Services

Activities & Descriptions:

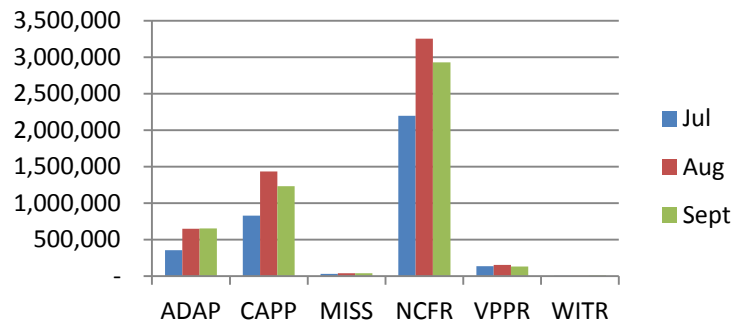
- **Appeal and Post-Conviction Relief (ADAP)** is representation of adults in appeal and post-conviction relief matters.
- **Capital (CAPP)** is representation of adults charged with capital offenses.
- **Misdemeanor (MISS)** is representation of adults charged with misdemeanors.
- **Non-Capital Felony (NCFR)** is representation of adults charged with non-capital felonies.
- **Probation (PROB)** is representation of adults in Probation Violation Courts.
- **Witness (WITR)** is representation of witnesses who may testify in criminal matters and who may expose themselves to criminal liability.

Key Result Measures:

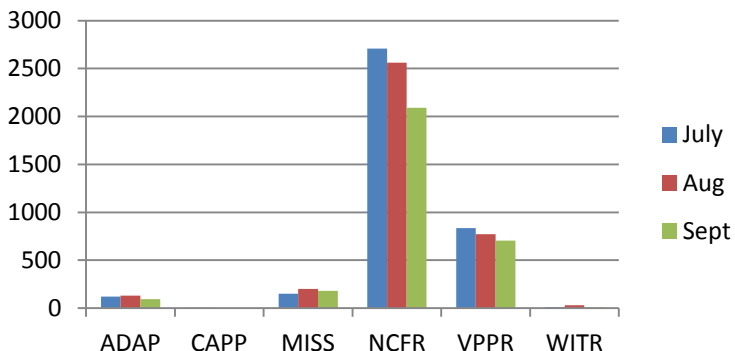
- Percent of Appeal and Trial/Post-Conviction Relief Cases in which the outcome is other than affirmed.
- Percent Of Capital Cases with disposition less than capital.
- Percent Of Non-Capital Felony Cases with disposition to lesser charges or fewer counts.

Adult Criminal Representation Program

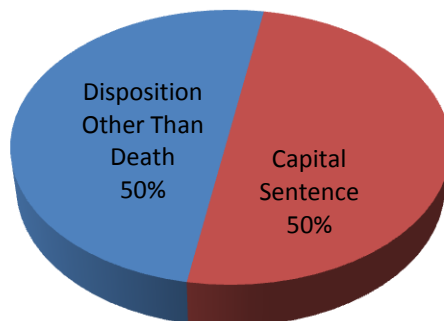
Expenditures by Month



Net Demand by Month



Capital Cases Resolved to Conclusion – FY 2013 1st Quarter



Background Information:

- The majority of the representation for this program is provided by attorneys in one of three staffed offices (Public Defender, Legal Defender, and Office of Legal Advocate). Conflict and excess capacity cases are assigned to private attorneys by the Office of Contract Counsel.

Analysis:

- Demand increased 2% in Non-Capital Felony in the last half of FY 2012. The most recent quarter shows a 6% increase over the prior year's increase, with July (17%) and Aug (11%) much higher than the average of the preceding twelve months.
- An increase in attorney resignations and difficulties in hiring in the staffed offices, has significantly increased the reliance on contract attorneys for non-capital felony representation. This has reduced efficiency and resulted in increased cost. This subject is discussed at greater length in the "Challenges" section to follow.

Action Steps:

- PDS will continue to work with the Court and OMB to research and implement any other possible means of mitigating demand/financial impacts.
- PDS will continue to work with OMB and Employee Compensation to identify possible solutions to current recruiting/retention issues.

Public Defense Services

Activities & Descriptions:

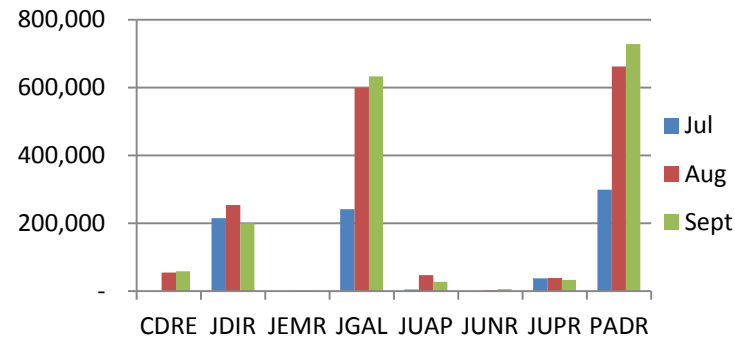
- **Child Dependency (CDRE)** is representation of children in dependency/severance matters.
- **Juvenile Delinquency and Incurribility (JDIR)** is representation of juveniles charged with incorrigible or delinquent acts.
- **Juvenile Emancipation (JEMR)** is representation of juveniles pursuing legal emancipation.
- **Juvenile Guardian ad Litem (JGAL)** is representation of the best interests of individuals assigned by the Juvenile Court.
- **Juvenile Appeal (JUAP)** is representation of persons appealing Juvenile Court matters.
- **Juvenile Notification (JUNR)** is representation of juveniles with abortion rights issues.
- **Juvenile Probation (JUPR)** is representation of juveniles in probation matters.
- **Parental (PADR)** is representation of parents in dependency/severance matters.

Key Result Measures:

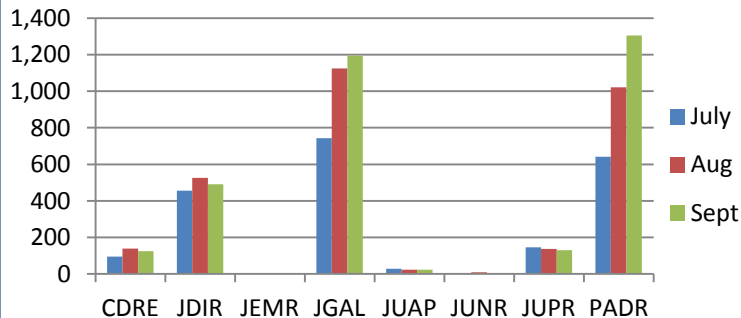
- Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in which the court finds in conformity with position advocated.
- Percent Of Juvenile Delinquency and Incorrigibility Cases with disposition to lesser charges or fewer counts.
- Percent Of Parent/Child/Case Dependency Petitions not granted.

Juvenile Representation Program

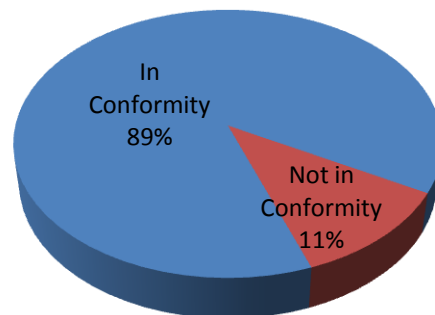
Expenditures by Month



Net Demand by Month



Juvenile GAL Child/Cases Court Findings – FY 2013 1st Quarter



Background Information:

- Representation for this program is provided by a mixture of staffed office attorneys (Legal Defender, Office of Legal Advocate, and Office of Public Advocate) and private attorneys contracted by the Office of Contract Counsel.

Analysis:

- Dependency demand (CDRE, JGAL, and PADR) has increased an average of over 20% a year, every year, for at least the last five years. Forecasts indicate that we can expect a similar increase for this year.
- Pay structure for the contracts and staffing changes in the in-house offices over the last five years have largely mitigated the financial impact of the doubled demand. As of the end of FY 2012, all opportunities for savings had been fully maximized. New demand increases in FY 2013 are directly impacting expense.
- Implementation and expansion of “Cradles to Crayons” courts (discussed at greater length in PDS “Challenges” section) required staffing reallocations in two departments in FY 2012 to attempt to meet the requirement for dedicated staff. Even so, there is need for additional positions in the Office of the Public Advocate, dedicated to Cradles to Crayons cases.

Action Steps:

- PDS will continue to work with the Court and OMB to research and identify other possible means of mitigating demand/financial impacts.

Public Defense Services

Activities & Descriptions:

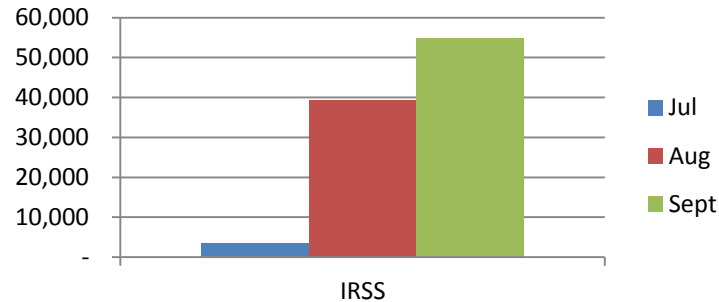
- **Support Services (IRSS)** provides legally required financial support for indigent persons who represent themselves (Pro Per) or who are represented by private counsel.

Key Result Measure:

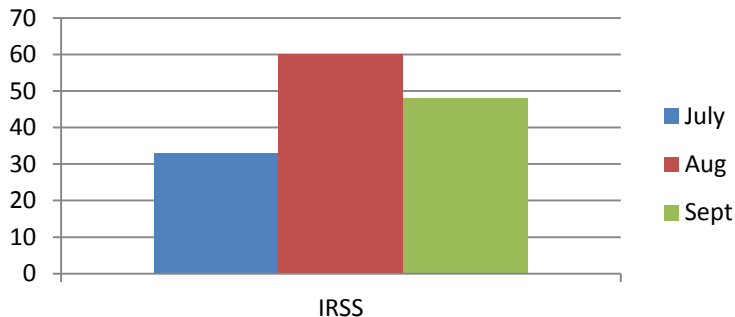
- Percent of Payments Processed within 30 days of receipt.

Support Services Program

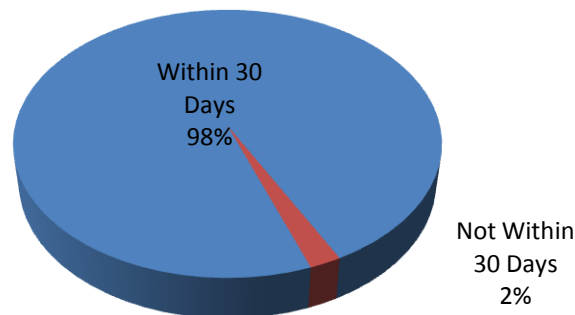
Expenditures by Month



Net Demand by Month



Support Services Payments Processed – FY 2013 First Quarter



Background Information:

- This program provides funds, through the Office of Contract Counsel, for legally required expenses for indigent individuals who are NOT represented by an attorney funded by Public Defense for their pending court matter. That includes cases in which the defendant is proceeding in Propria Persona (Pro Per) to represent him/herself. This also includes cases in which retained attorneys represent defendants, who have been determined to be indigent by the Court.

Analysis:

- Expenses in this activity are extremely unpredictable in both volume and in cost. FY 2012 saw a 16% increase from the prior fiscal year, but FY 2013 expenses are showing a reduction.
- Public Defense has extremely limited control over this area, as the services are provided pursuant to court order.

Action Steps:

- PDS will continue to work with the Court and OMB to research and identify other possible means of mitigating demand/financial impacts.

Public Defense Services

Current Initiatives:

- Justware Case Management System is being developed with assistance from OET.
- A request for additional dependency representation staff for Office of the Public Advocate for Cradles to Crayons representation was requested in the first quarter of FY 2013 and is currently pending decision from the Office of Management and Budget.

Public Defense Services

Accomplishments:

- Sought and received authorization to create additional staff for the Public Defender to accept more non-capital felony cases, as an effort to contain/reduce costs. The approved proposal included ten attorney positions, and assumed an additional 1,200 cases a year could be represented by the Office.
- Sought and received authorization to add an attorney position to the Office of the Legal Defender to handle additional felony case volume as a cost-saving measure.
- Served as a pilot department in testing the functionality of the County's new Position Management System.

Challenges:

- Severe salary compression issues are greatly affecting the attorney ranks such that five year attorneys, handling very serious cases, make the same amount as hires with no experience. The resultant increase in turnover challenges the departments to maintain an effective workforce.
- Maintaining salary equity with existing staff is negatively impacting the successful recruitment of experienced external candidates. Coupled with the increasing turnover for existing staff, the offices are challenged to find, hire, and retain staff with the required knowledge and abilities.
- Child Protective Services (CPS), through the Attorney General's Office, has notified dependency attorneys in the State that for the past twelve years CPS has failed to disclose some documents and information that should have been disclosed. This revelation affects thousands of cases. The impact of this problem is so great that PDS is still attempting to gauge the severity of the problem and to determine a course of action for insuring that the rights of our clients are fully protected.
- Increases in demand, most dramatically in felony and dependency, challenge PDS to meet that demand without increasing the reliance on the more-costly contract attorneys.

Medical Examiner

The Mission of the **Medical Examiner** is to provide professional death investigations, examinations, tests and reports to determine the cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health and ensure justice.

David Boyer
Director

Medical Examiner

Strategic Goals:

- By July, 2013, 25% (from 22% as of June 30, 2011) of jurisdictional cases will be released directly to the family's funeral home of choice.
- July, 2013, the Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (39% as of June 30, 2011) of cases closed within 45 days and 95% (from 70% as of June 30, 2011) of cases closed within 90 days.

Key Result Measures:

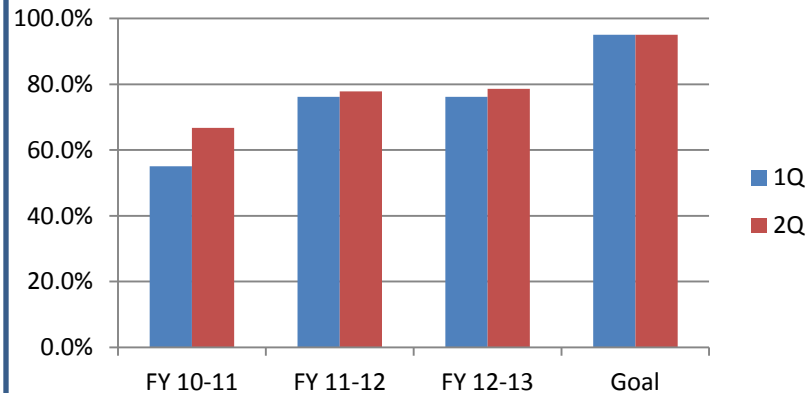
- Percent of cases completed (available for public release) within 90 days.
- Percent of cases not admitted (CNA's).

Medical Examiner Program

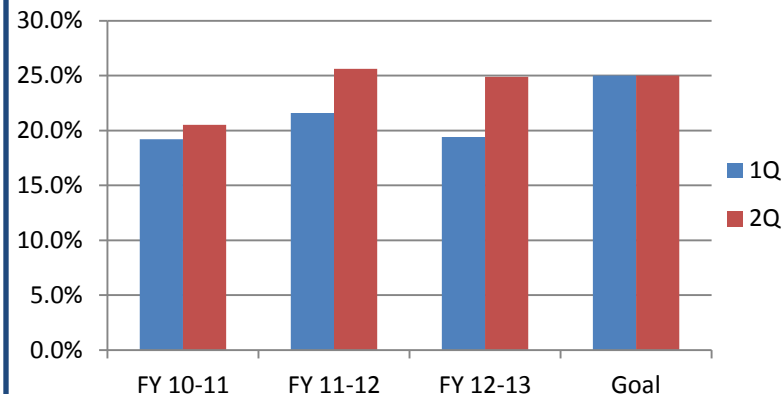
FY 2013, 2nd Quarter Program Outputs:

•Number of Medical Examiner cases admitted:	813
•Number of cases not admitted (CNA's):	270
•Number of Medical Examiner cases closed:	337

% of Cases Closed in 90 Days



% of Cases Not Admitted (CNA'S)



Background Information:

- Medical Examiner Program examines/ investigates all jurisdictional cases to determine cause and manner of death.
- Cases Not Admitted (CNA's) are jurisdictional cases that are non-suspicious, with no trauma and have an extensive and documented medical history. The decedent is released directly to the Next of Kin's selected funeral home; bypassing transportation to the Medical Examiner for an examination.

Analysis:

- During Q2, caseload decreased 15.8% from Q1.
- The CNA % increased 5.4% from Q1.

Action Steps:

- Continue the hiring process for the two remaining doctor positions which are in the licensing phase. Continuing the in-house training for all Medicolegal Death Investigators.

Medical Examiner

Current Initiatives:

- The CME system has been upgraded and is currently in use and review.
- The Hydrogen gas conversion for the lab is in the RFP stage.
- NAME (National Association of Medical Examiner) accreditation will continue.
- Mass Fatality Plan continues to move forward in partnership with State and County Emergency Management.
- Cremation Authorization Fee Study continues.
- The exam floor resurfacing is in the selection of material phase.
- Carpet replacement for the department is in the selection phase.
- Replacing analog x-ray equipment with digital equipment currently is in the RFP stage with the State Public Health Department.

Medical Examiner

Accomplishments:

- With the assistance of grant funding from NIJ (National Institute of Justice), the “Identify the Missing” team identified a total of five “doe” cases this quarter.

Challenges:

- Recruitment for vacant Forensic Pathology positions continues. During this quarter we have hired two doctors who are in place and working and have two additional pathologists who are in the licensing phase (two are new BOS approved positions).
- Recruitment of three vacant Medicolegal Death Investigator positions was completed during this quarter and they are in the training phase.

Office of Management & Budget

The mission of the **Office of Management & Budget** (OMB) is to provide a sustainable, structurally balanced budget to the Board of Supervisors and County Manager so they can achieve the County's mission within available resources.

Sandi Wilson
Deputy County Manager

Management & Budget

Strategic Goals:

- By 2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY 2010 level.
- By 2015, Maricopa County will be the low-cost leader among large urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and functions.
- By 2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY 2010 level.

Key Result Measures:

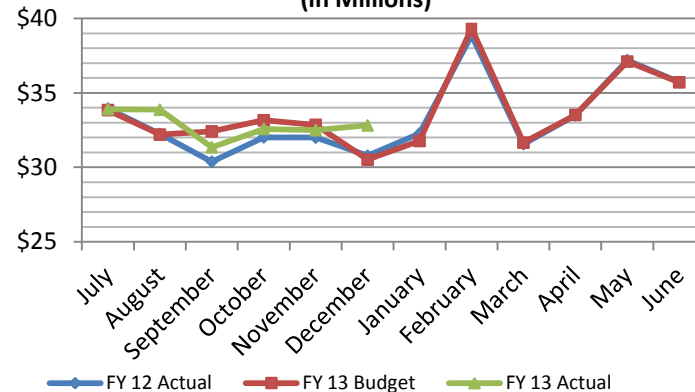
- Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.
- Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.

Planning & Budgeting Program

FY 2013 Forecasted Outputs

- Number of appropriated budgets monitored and forecasted: 320
- Number of budgeted activities monitored and forecasted : 774
(dept/activity):

Sales Tax Budget to Actual (in Millions)



Background Information:

- FY 2013 General Fund revenue collections through December are ahead of the recalendarized budget by \$17.3 million.
- FY 2013 General Fund operating expenditures are \$18.7 million under budget; however, much of this is forecasted to be spent by year-end.

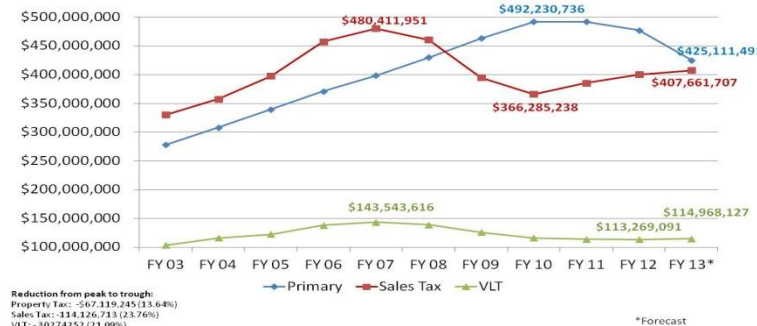
Analysis:

- State shared sales tax, jail tax and HURF collections for the first half of the year are within 1% of budget. Vehicle license tax collections have significantly improved and are \$1.6 million ahead of budget.
- Departmental budget forecasts are tight, with only minimal amount of under-spending anticipated.

Action Steps:

- OMB will continue to monitor actual and forecasted revenue and expenditures and recommend appropriate actions for forecasted negative year-end variances.
- OMB will continue to analyze the impact of a Public Health Services District as a strategy to increase revenues.

Maricopa County Primary Property Tax Levy, Actual Sales Tax and Actual VLT FY 2003 - FY 2013



Management & Budget

Current Initiatives:

- Implementation of a Position Management Application System.
- Budget System Requirements gathering.
- Participation in the development of a standardized cost/benefit analysis tool.

Management & Budget

Accomplishments:

- On November 26, 2012, the Board of Supervisors directed OMB to issue Budget Targets for FY 2014.
- The FY 2014 Budget Preparation system was released in December 2012.
- A Fiscal Update for FY 2013 was presented to the Board of Supervisors on November 26, 2012.
- The Office of Management and Budget received its 20th Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY 2013 Annual Business Strategies document.
- A new monthly forecast report was introduced during the quarter to provide commentary on significant forecasted revenue and expenditure variances.
- OMB participated in the review and approval of the FY 2014 departmental Strategic Business Plan updates.

Challenges:

- Revenue forecasts continue to reflect anemic growth, which directly impacts the County's revenue base.
- The state is reviewing the transaction privilege tax formula. It could result in an impact to our state shared sales tax base.
- Budget reductions may be needed in FY 2014 if no adjustments are made to the property tax levy and/or if Sales and Vehicle License tax growth does not improve.
- The MfRIS system is fragile and costly to support.

Public Fiduciary

The Mission of the **Maricopa County Public Fiduciary** is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected

Catherine R. Robbins
Director

Public Fiduciary

Strategic Goals:

- By July 2014, the fiscal year average cost per burial will decrease by 10% from FY09 actuals in order to meet demand without increasing budget.

Key Result Measure:

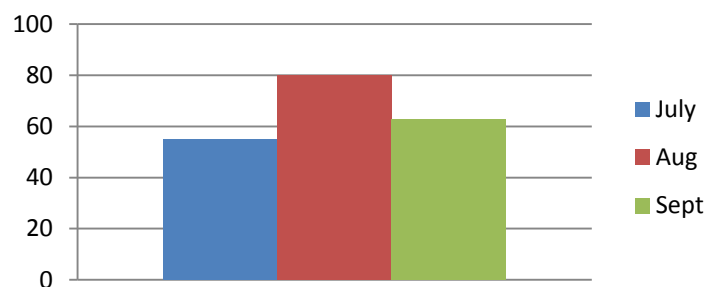
- Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral.

Indigent Burial Services Program

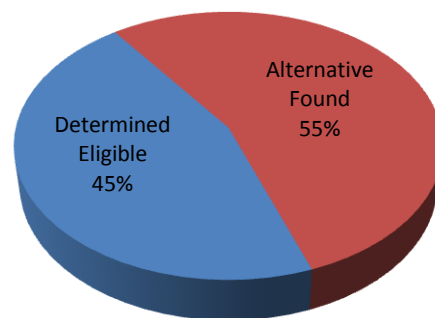
FY 2013, 1st Quarter Program Outputs:

• Number of referral determinations completed	198
• Number of referral determinations completed within 5 business days	198
• Number of referrals determined to be eligible for County funded burial services	90

Indigent Burial Referrals Received



Indigent Burial Determinations of County Responsibility



Background Information:

- Public Fiduciary data reporting will run a quarter behind. Due to delays in receipt of information and the time required to enter and process data, information is not available sooner.
- The purpose of the **Indigent Burial Activity (BURY)** is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

Analysis:

- The number of burial referral determinations completed within 5 business days was 100%.
- Demand for burial services in the first quarter of FY 2013 was 14% less than the same period in the prior fiscal year.
- The percentage of burials completed at County expense has increased slightly from FY 2012 (44.6%) to FY 2013 YTD (45.45%).

Action Steps:

- At some point during FY 2013, a procurement process will be required to select and contract with funeral home vendors.

Public Fiduciary

Strategic Goals:

- By July 2014, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.
- By July 2014, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well-beings are protected.

Key Result Measures:

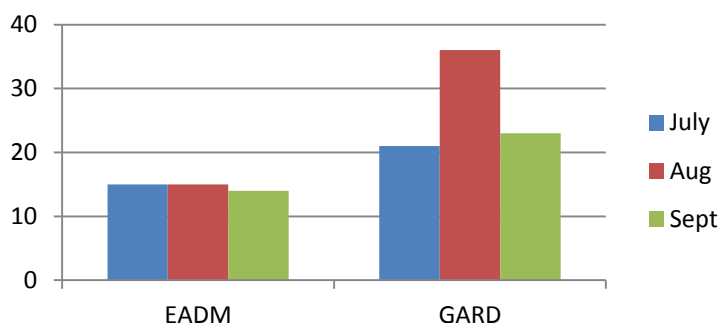
- Percentage of Estate Administration Cases Stabilized or Closed within 18 months of referral.
- Percentage of Financial Exploitation Investigations Completed within 180 days of referral.
- Percentage of Wards Whose Cases are Stabilized or Closed within 18 months of referral.
- Percentage of Referrals and Investigations Completed within 90 days of referral.

Fiduciary Services Program

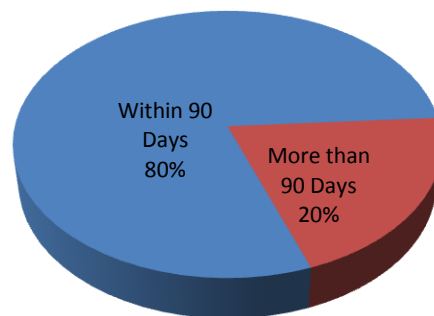
FY 2013, 1st Quarter Program Outputs:

•Number of Conservatorship and Probate referrals/ cases completed, stabilized or closed	60
•Number of Guardianship cases stabilized or closed	41
•Number of Guardianship referrals and investigations completed	83

Fiduciary Services Demand



Guardianship Referrals and Investigations Completed



Background Information:

- Public Fiduciary data reporting will run a quarter behind. Due to delays in receipt of information and the time required to enter and process data, information is not available sooner.
- The purpose of the **Guardianship Administration Activity (GARD)** is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary.
- The purpose of the **Estate Administration Activity (EADM)** is to provide effective conservatorship and probate services to protected persons and decedents' estates so they can have their financial resources and property preserved and protected in a timely manner.

Analysis:

- The number of Guardianship referrals and investigations requested in the first quarter is 6% higher than what was seen in FY 2012.
- The number of new wards actually assigned for guardianship administration in the first quarter, is 7% higher than the prior fiscal year at this time.

Action Steps:

- Public Fiduciary will continue to work with the Court and PDS Administration to document and research other possible means of mitigating demand/financial impacts.

Public Fiduciary

Current Initiatives:

- Research, in cooperation with OET, is ongoing to procure and implement a replacement accounting and case management system for the office.
- The new Public Fiduciary, Catherine R. Robbins, started with the Office on January 7, 2013. Immediate efforts include transition of responsibilities and acquisition of knowledge of current business processes, office structure, and staff.

Accomplishments:

- The Public Fiduciary resigned effective July 27, 2012. Recruiting for a new director began in the first quarter of FY 2013. Interviewing followed in the second quarter. The new Public Fiduciary was officially appointed by the Board of Supervisors on December 12, 2012, and began work on January 7, 2013.
- The Indigent Burial Program contributed to the Medical Examiner's success with the "Unidentified Grant Program," resulting in a DNA match on a previously unidentified decedent. This was achieved by MCPF staff expending 48 hours mapping the graves at Twin Buttes, Tempe, AZ. This success would not have been possible without MCPF's dedication to body identification.
- Members of MCPF staff attended training at the Arizona Fiduciary Association's summer workshop titled "Probate Standards & Rule Updates: An Overview of Statutes, Sustainability & Fee Guidelines." The training on new probate reforms was held in Phoenix Arizona on July 20, 2012.

Public Fiduciary

Challenges:

- An outdated market range study, combined with the requirement to maintain salary equity with existing staff, is negatively impacting the successful recruitment of new guardian and estate administrators, particularly those with experience.
- The dwindling number of experienced professionals in the Office is challenged to provide sufficient oversight and training for the less experienced professional staff who comprise the majority of the workforce.
- The aging population and the economic recession are driving demand increases for Office resources and for the limited pool of external social services.
- Strained and limited social services programs, challenge the department to establish timely and appropriate services for the wards.
- Recent court rules requiring conservatorship inventories and accountings challenge the department's ability to maintain compliance, as the existing case management system is not capable of generating the newly required documents.
- The outdated and unreliable case management system used by the Office requires a considerable amount of manual effort to find and fix problems.

Public Health

The mission of the **Public Health** Department is to protect and promote the health and well-being of Maricopa County residents and visitors.

Bob England, MD, MPH
Director

Public Health

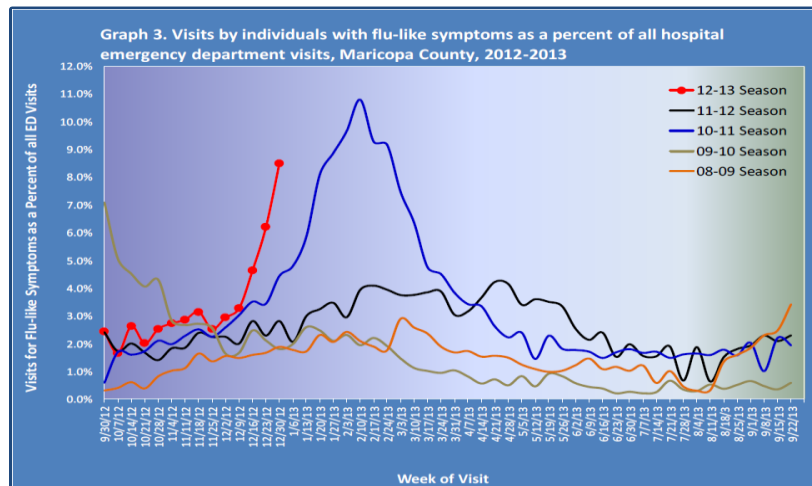
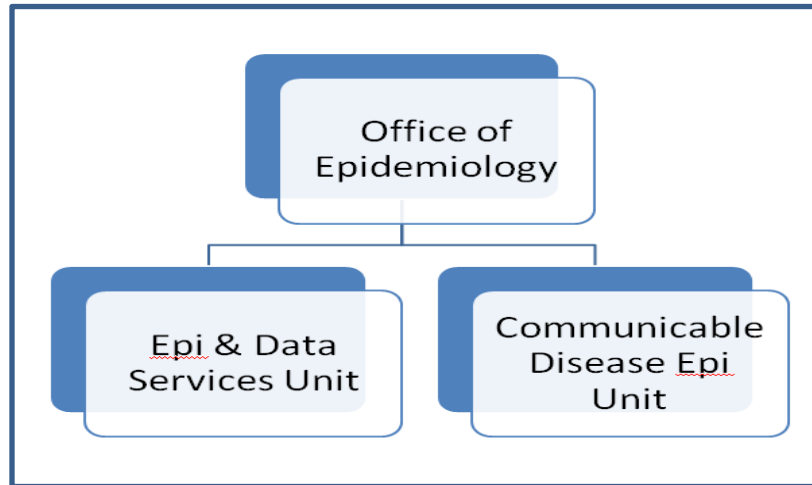
Strategic Goals:

- By June, 2018, develop and implement a community health improvement plan that includes affecting policies across a broad range of sectors to impact five (5) public health priority issues as defined by the community.
- By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.
- By 2015, the rate of childhood obesity will be less than 15.5%.

Disease Control Division, Epidemiology

FY 2013, 2nd Quarter Program Outputs:

- Reorganization to support internal and external partners completed
- Realignment of duties to increase efficiency
- System established to accept data requests and evaluate customer service



Background Information:

The Department of Public Health has undergone a dramatic redirection in recent years, shifting as much emphasis toward policy and systems change work as possible. This involves increased work with partners as well as changing the way many of our programs work internally.

Analysis:

The above places new requirements on the Department for data, analytic support, cost-benefit analysis and evaluation. Our cross-programmatic work groups (“clouds”) and our Community Health Improvement Plan also need data analysis assistance related to policy development. Meanwhile, our core data responsibilities related to the control of communicable diseases has not lessened.

Action Steps:

The Office of Epidemiology has been reorganized to increase efficiency, focus on customer service and providing the data assistance to our internal and external partners. Emphasis is now placed on the primary issues identified in our Community Health Assessment: heart disease, lung cancer, diabetes, obesity, and access to care. The Epidemiology Program now consists of two units: Communicable Disease Epidemiology which investigates and prevents reportable communicable diseases and outbreaks, and Epidemiology Services which supports the data needs of internal and external stakeholders.

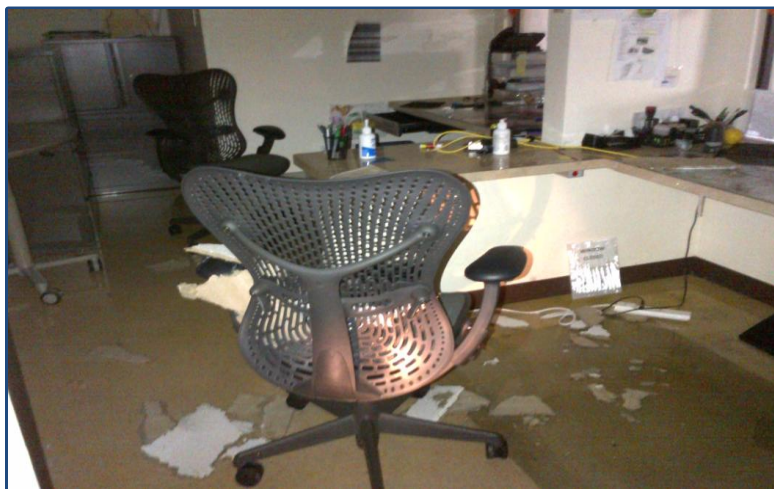
Division of Disease Control, Office of Vital Registration

FY 2013, 2nd Quarter Program Outputs:

- Approximately 15,000 births and 7,000 deaths recorded
- Approximately 70,000 certified birth and death certificates issued
- Collected revenue of more than \$1 million



3221 N. 16th Street, Phoenix



Background Information:

On an average day, the Office of Vital Registration (OVR) handles 350 in person visits, 650 public inquiry calls, 200 mail requests, and 200 funeral home requests, among others. It issues 1400 certified copies of birth and death certificates, records nearly 500 new births and deaths, releases 100 bodies for disposition, and performs hundreds of other legally and emotionally delicate transactions -- every day. The vast majority of this traffic flows through one main office, with two smaller satellite offices and a few staff with the Medical Examiner.

Analysis:

On October 12th, staff arrived to find a major flood and severe water damage throughout the office. OVR immediately activated its business continuity plan by sending staff along with workloads and additional supplies to existing satellite offices. Previously identified alternate sites at were activated in coordination with the Office of Preparedness & Response, Clinical Services, the Office of Enterprise & Technology, the MCDPH PIO, Telecommunications, Protective Services and Risk Management. The general public and partners received services from the OVR within a few hours with minimal interruption of other support services, and the Public Health Clinic site opened to the public as a nearby alternative.

Action Steps:

This underscores the need for a well-designed business continuity plan. Under the worst of circumstances, OVR and our partners implemented this plan spectacularly. All programs need to be so prepared.

Public Health

Current Initiatives:

- Leverage community resources by improving public health through policy and system change.

Accomplishments:

- A social worker in the Safety, Nutrition, Activity & Care for Kids program created a bilingual, easy-to-use, searchable online resource directory at findhelpphoenix.org. This provides a comprehensive listing of free and low-cost health and social services in Phoenix and the West Valley. *The employee secured in-kind staff time* to create the database, translation services, and IT services to create the mapping and code for the site.
- The Office of Community Health Nursing (CHN), in collaboration with The Arizona Partnership for Immunization (TAPI), created a system to bill insured patients for vaccine. Total charges billed for the pilot period were \$33,238.75, with payments of \$13,599.68 (41% collection rate). This is new income that we previously did not have the capacity to collect.
- ASU formally announced its new tobacco free campus policy that will be implemented in August 2013. The Office of Tobacco & Chronic Disease Prevention (OTCDP) played a vital role over the last 3 years to bring this about.
- The Office of Preparedness & Response (OPR) Program Manager, Alisa Diggs, PA, has been selected as the only representative of public health in the nation for a fellowship at the Department of Homeland Security's Office of Intelligence and Analysis. For the coming year, she will work alongside federal intelligence experts at the National Counterterrorism Center in Washington D.C. to analyze classified and sensitive intelligence materials relating to terrorist activities through a public health lens.
- John Sapero, Program Coordinator for the Ryan White Planning Council received the Distinguished Director's Award from Aunt Rita's Foundation in recognition of his contribution to the HIV/AIDS community for work including the development of the HIVAZ.org website.
- The City of Phoenix adopted the Community Garden Policy Guidelines, a collaborative effort with the Office of Public Health Policy (OPHP) and the Office of Nutrition & Physical Activity (ONPA).

Public Health

Accomplishments:

- OPHP was an important informant in the adoption of new City of Phoenix policy regarding the sale of park land.
- The Office of Performance Improvement (OPI) convened four Action Planning meetings with 165 community stakeholders and partners to create phase 1 of the Community Health Improvement Plan, deciding to target the community, worksite wellness, healthcare access, and education sectors.
- OPHP and OPI oversaw the first external "cloud" groups in December. Private and public organizations came together and agreed to undertake multiple projects to impact the healthcare, worksite, education, and community sectors.
- OPHP and the Arizona Smoke Free Living Coalition developed a standard to recognize and certify that a property is in fact "smoke-free".
- The OPHP Healthy Arizona Worksites Program (HAWP) completed its first training session for employers. These sessions are designed to train employers to successfully implement a comprehensive worksite health program.
- Sue Bergquist, Program Manager for Smoke-free Multi-housing was honored by the American Lung Association with a Community Action Award.
- OTCDP Smoke-free Multi-housing program completed a survey of apartment tenants in Maricopa County that showed that 76% of all residents want smoke-free apartments.
- OTCDP smoking cessation and chronic disease management classes have been arranged with the Lodestar Day Resource Center on the Human Services Campus.
- The Office of Vital Registration (OVR) has extensively communicated with medical providers and others regarding a change in the law relating to the medical certification of death certificates. OVR was an important informant in creating this legislation, and via pocket reference guides, trainings, and presentations, is assuring that the law is successful.

Public Health

Current Initiatives:

- Leverage community resources by improving public health through policy and system change

Public Health

Accomplishments:

- The Office of Epidemiology created online training for rabies in Maricopa County, to improve prevention efforts for this 100% fatal and 100% preventable disease. The course offers continuing education credits for healthcare providers (www.mcrabiescourse.org).
- OPR developed a Public Health Volunteer Network (PHVN) to recruit and retain emergency preparedness public health volunteers through community-based, faith-based, and non-governmental organizations.
- Intense transmission of the often fatal tick-borne disease, Rocky Mountain spotted fever, is occurring on some Tribal lands in eastern and southern Arizona. Through collaboration with state and tribal partners, MCDPH is ensuring that patients transferred to local hospitals are treated appropriately, preventing fatal or seriously debilitating outcomes.
- The Office of Oral Health (OOH) Dental Sealant Program is now one of the largest in the nation with recent expansion of the program to 474 eligible schools.
- The OOH First Teeth First Program provided >2,700 children ages 0-5 years oral health screenings, and >2,600 with fluoride varnish applications. Services have been expanded to a new region.
- The Smoke-Free Arizona program increased 2nd quarter compliance inspections from 276 to 569, and advisory educational visits from 520 to 1347. 74% of worksites inspected during the second quarter are compliant.
- The Ryan White Part A Program avoided the elimination of support services by using \$300,000 from RW Part B / ADAP (ADHS) to supplement existing funding for Primary Medical Care services.
- The Planning Council's Community Health Planning & Strategies Committee has established two new workgroups, one to analyze Part A-funded Oral Health Services, the other to develop initiatives to move eligible clients to Affordable Care Act programs.

Challenges:

- Assuring the continuation of essential activities despite the lowest level of resources of any large local public health jurisdiction in the US.
- Our Community Health Improvement Plan (CHIP) is proving to be a large, time-consuming process.
- Policy change requires connecting with the right players and patience.
- Challenges in rapidly hiring staff for new grant programs, leading to delays in fulfilling deliverables.
- Limited funding/resources and community collaborations available for proper data collection and program evaluation.
- The Well Woman Healthcheck Program will run out of breast and cervical cancer screening funds in Feb. 2013, leaving a four month gap in screening services until new funding is received in July 2013.
- Limited funding to address lead hazards throughout the county as the program only works in certain Zip codes within the City of Phoenix.
- WIC caseload has been below our goal of 75,000/month.
- Health Coach job descriptions included food demos in WIC clinics; meetings with Environmental Services on proper implementation of a food demo program provides challenges that may not be overcome.
- Mobile dental corporations in the schools have displaced access to care for uninsured children. Policy initiatives before the legislature this year would require mobile providers to refer uninsured children to local health departments for referrals to dental clinics. OOH may be called upon to be an informant to this legislation.

Research & Reporting

The mission of **Research & Reporting** is to provide survey data services to County managers so they can more effectively manage for results using statistically reliable data

Ken Andersen
Director

Research & Reporting

Strategic Goals:

- By 2016, 90% of respondents will report satisfaction with the Customer Satisfaction survey.
- By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey.
- By 2016, 90% of respondents will report satisfaction with the Exit Interview survey.

Key Result Measures:

- Percent of eligible respondents who are interviewed for a county-department-contracted survey project (Rate of Response or Participation Rate) .
- Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate) .
- Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate).

Research & Reporting Program

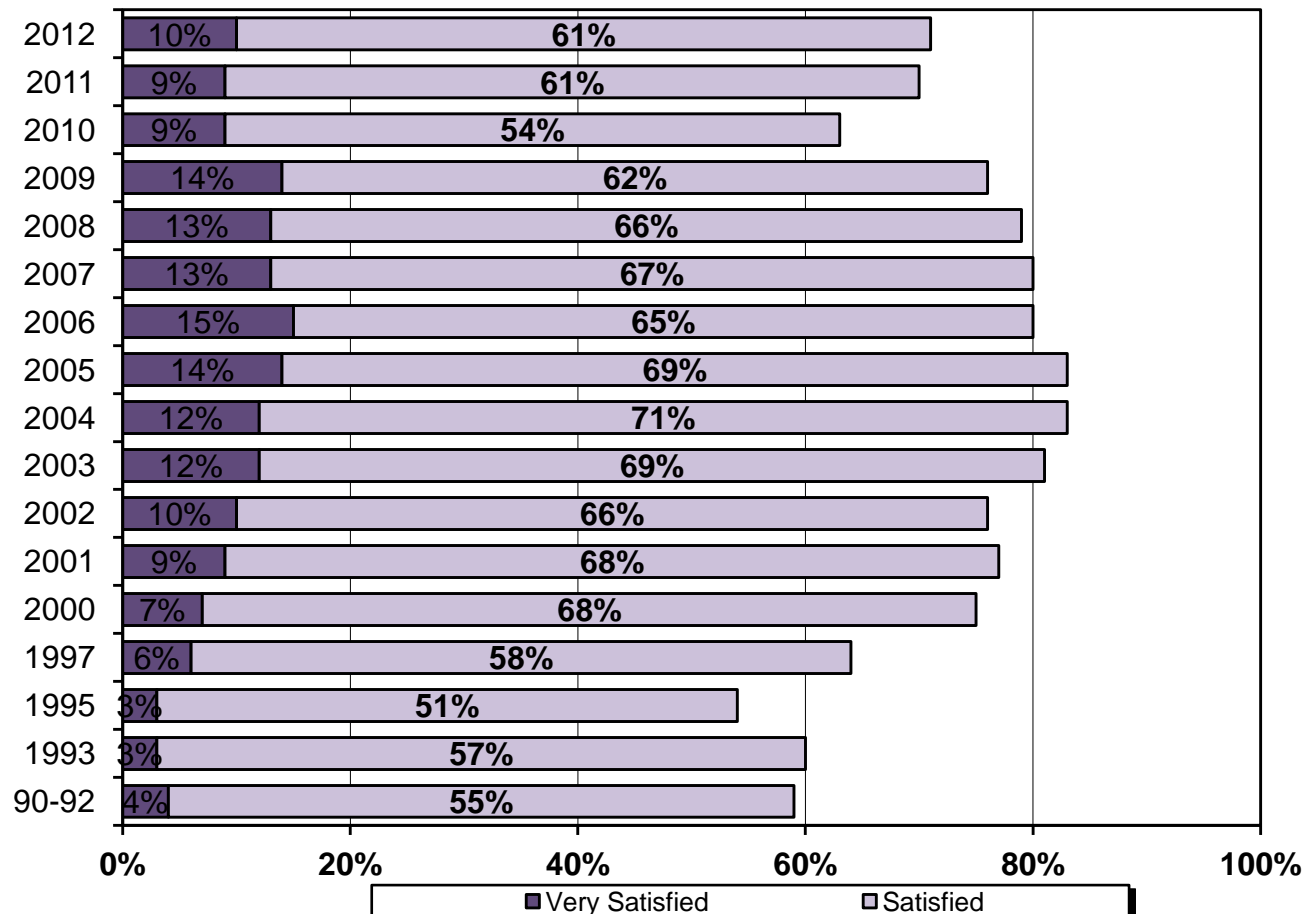
FY 2013, 2nd Quarter Program Outputs:

- Number of county-department-contracted survey projects completed: 4
- Number of county-sponsored survey projects Completed: 5
- Number of outside-agency survey projects completed: 0

Action Steps:

- Research & Reporting completed its annual County Satisfaction Survey. We have made modifications to the way the study is reported by including citizen comments and historical data.

History of Citizen Satisfaction With County 1990-2012



Research & Reporting

Current Initiatives:

- We are also working to make sure the Employee Satisfaction Survey results are being made available to employees and that employees are being involved in identifying issues and developing action plans.
- R & R is working to refine and make all processes more efficient. In doing this, we are ensuring that all staff are cross-trained in all facets of the departmental procedures.
- R & R is considering streamlining and revising the entire County Satisfaction Survey. This includes new questions and perhaps even a new methodology for collecting respondent's information.

Research & Reporting Program

Accomplishments:

- R & R compiled and released the County Satisfaction Survey Study results for FY 2012. This year we have chosen to enhance our reporting by including historical data on each department as well as citizen comments.
- R & R has updated the Employee Satisfaction Survey by not only presenting the results in easy to understand percentages; but we have also streamlined our process of computing results, for a faster and more efficient procedure.
- In December, R & R conducted a Management Employee Satisfaction Survey. The purpose of the study is to supplement the Employee Satisfaction Survey by comparing and contrasting management and supervisor responses to those of employees. Results will be reported in the coming weeks.

Challenges:

- The Employee Satisfaction Survey continues to present R & R, the County, and departments with challenges related to maintaining an effective and efficient workforce in spite of the economic downturn.
- The key challenge R & R faced is in regard to measuring citizen satisfaction within the framework of the annual County Satisfaction Survey. Respondents found the survey to be too lengthy and redundant. In order to provide quality data that meets the needs of all departments and citizens, we are preparing to refresh and simplify the survey.
- A challenge that R & R is currently facing is in regard to privacy protection and the Benefits Survey, which we conduct annually. Information that we had once been privy to, is no longer allowed due to Health Insurance Portability and Accountability Act (HIPPA) regulations. We are working on ways to update our study as well as the way we report the results to keep within the confines of HIPPA.

**Maricopa County
Office of the Deputy County Manager
Sandi Wilson**

FY 2013 Second Quarter

Organization Report



February 2013